

T&E COMMITTEE #2  
July 22, 2013

## MEMORANDUM

July 18, 2013

TO: Transportation, Infrastructure, Energy and Environment Committee

FROM: <sup>GO</sup> Glenn Orlin, Deputy Council Administrator

SUBJECT: Washington Metropolitan Area Transit Authority (WMATA) Momentum Plan

In January the General Manager proposed his draft of a strategic plan for WMATA which emphasizes certain projects and programs to be implemented by 2025, but also starting work on other initiatives to be completed by 2040. The full report appears on WMATA's website: <http://www.wmata.com/momentum/momentum-full.pdf>. The Executive Summary is on ©1-7.

The part of the draft Momentum Plan that has caught the most attention is the set of proposed improvements for 2025, which would cost an estimated \$5,950 million (in 2012 dollars). Of this amount \$431 million has already been programmed for FYs14-19, leaving a gap of \$5,519 million. There are seven elements:

Element	Cost (\$M)
8-car consists for all trains, including more yard storage and traction power	\$2,000
Underground pedestrian connections (Farragut North-Farragut West; Metro Center-Gallery Place) and additional entrances, mezzanines, stairs, escalators, and elevators at key stations (primarily in downtown DC)	\$1,000
New connection between the Orange/Silver line west of Rosslyn to the Blue Line southeast of Rosslyn; alternatively, a second Rosslyn Station separating the Orange/Silver Line from the Blue Line	\$1,000
Additional pocket tracks, turnbacks, and switches throughout the system	\$500
Next generation communications infrastructure	\$400
Metrobus priority corridor network	\$600
400 additional Metrobuses and a new Metrobus garage	\$450
<b>Total</b>	<b>\$5,950</b>

Seventeen more projects are proposed by 2040, costing an additional \$24.6 billion. Most of these latter elements would be done under WMATA's aegis, some of which are:

- a new line across the Potomac River from the Pentagon Station to Downtown D.C.
- extensions of the Orange Line west from Vienna to Centreville in Prince William County and east from New Carrollton to Bowie
- an extension of the Blue Line south from Franconia/Springfield to Potomac Mills in Prince William County
- an extension of the Purple Line (as light rail or BRT) from New Carrollton south to Alexandria
- a light rail or BRT line from the Branch Avenue station to Charles County
- relocations of the Blue and Yellow Lines in portions of Downtown D.C.
- completion of D.C.'s full planned streetcar network
- extensions of the Arlington streetcar line north to D.C. and south to Lincolnia
- connection of MARC and VRE commuter rail lines between Union Station and Crystal City
- extension of VRE to Haymarket in Prince William County
- miscellaneous commuter rail service enhancements

The 2040 projects that would serve Montgomery County include:

- Purple Line spur from Takoma/Langley to White Oak (\$800M)
- regional BRT system in Montgomery, Prince George's, and Fairfax Counties (\$1.5B)
- light rail or BRT connection between White Flint and Tysons/Dunn Loring (\$1.1B)

*Discussion.* Most of the attention has been paid to the 2025 projects. While all of the 2025 projects have merit, the added \$5.5 billion needed to fund them must compete against other transportation priorities. The draft Momentum Plan already notes that the National Capital Region Transportation Planning Board's Constrained Long Range Plan (CLRP) already includes more than \$6.7 billion for ten transit projects projected to be completed by 2020, including the Purple Line, the Corridor Cities Transitway (CCT) between Shady Grove and Clarksburg, and the Veirs Mill Road Busway between Rockville and Wheaton. Montgomery County is likely to want to build more BRT lines than just the CCT and the Veirs Mill Road Busway: the County has already programmed \$5 million for project planning for the Georgia Avenue Busway and several millions of dollars for a piece of a Rockville Pike BRT through White Flint.

The County of Department of Transportation identifies two of the seven initiatives as being especially key (see ©8). One is expanding the vehicle fleet so that every train has 8 cars. The price tag on this item is \$2 billion, but it is not clear whether it also includes the cost of the cars needed to create additional trains so that the Red Line turnbacks at Silver Spring and Grosvenor can be eliminated. The Momentum Plan does note that if this were to happen, that it would be the last element of the expansion—10 years from now (FY24). The other element recommended by DOT is the completion of the Metrobus priority corridor network improvements, the first of which (in Montgomery County) have been implemented recently on the Q Line on Veirs Mill Road and the K Line on New Hampshire Avenue.

Council staff agrees with DOT's priorities. There may be parts of the other five elements should receive a high priority for funding in the next 11 years, such as some of the communications improvements and the underground passageways and additional entrances, but in many cases the proposals are not yet well enough refined.

**Council staff recommendation:** Craft a joint Executive/Council letter to WMATA supporting the goals of the Momentum Plan, but specifically supporting funding in the Constrained long Range Plan for the expansion of the vehicle fleet—if it allows for elimination of the turnbacks, and sooner than FY24—as well as the completion of the Metrobus Priority Corridor Network. Support for other elements may be forthcoming once there is better knowledge of the cost and scope of these elements and of the other transportation priorities that may compete with them.

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# Executive Summary

Metro is at a critical juncture. Since the system opened, the region has grown tremendously; yet investments and upgrades to the system have not kept up. Today's customers are experiencing the effects of years of chronic underfunding and underinvestment: aging equipment, deteriorating infrastructure and less-reliable service. Recent efforts to renew the system are helping, but will only bring the system back to where it should have been all along.

Meanwhile, the region is projected to continue to grow over the coming decades, and this growth will place even more pressure on a system that is already nearing capacity. To ensure the system continues to meet the region's mobility needs as well as support

the competitiveness of the region, Metro must continue to rehabilitate the system and plan for future growth by articulating a strategic, long-term vision for the future.

To rise to this challenge, Metro's leadership has created *Momentum*, a strategic plan that will guide Metro's decisions over the next ten years and ensure that the system continues to support the region's competitiveness for decades to come. Building on the Board of Director's governance improvements, a renewed safety and performance management culture, achieving financially-measurable efficiencies and preparing for more, and the accomplishments of MetroForward, *Momentum*:

- Ensures that Metro will provide the transit system the Washington region needs to deliver hundreds of millions of trips to residents and visitors each year;
- Provides vision and guidance for decision-making to efficiently meet the needs of today while proactively preparing to support the future needs of a healthy, prosperous, and competitive region tomorrow;
- Establishes priorities for near- and long-term action and establishes a vision for its regional role that is consistent with language in the Metro Compact;
- Sets the stage for addressing Metro's chronic funding challenges, and among other items specifically calls for an aggressive effort to secure a reliable and sustainable source of funding for the system; and
- Calls on Metro to fill a critical role in regional transit leadership.

Concurrently, *Momentum* gives Metro clear direction in fully-committing itself to the customer experience





and ensuring the system and its customers are safe and secure.

## The Strategic Planning Process

The strategic plan presented in *Momentum* reflects thorough technical analyses and extensive outreach and feedback from regional stakeholders. Board members and management initially reached out to stakeholders based on a draft framework for *Momentum*. As a result of the initial intensive discussions by the Board and the executive leadership team, Metro drafted a new vision, mission and goals that reflect the priorities of the region. With this new strategic framework in hand, the Board of Directors and management launched a comprehensive outreach program for *Momentum*.

Reflecting Metro's broad reach across the region, the outreach plan was extensive and sought input from

Metro's customers, the general public, jurisdictional and federal funders, key regional civic organizations, Metro's own employees, and stakeholders. Business and advocacy groups further extended the initiative's reach. Metro's partners simultaneously joined the effort to promote maximum exposure, regional reach, and breadth of input.

Among the most prominent shared areas of feedback were the following sentiments:

- **Metro is critical to the region's future:** The transit system is the region's circulatory system; tending to it is essential to competitiveness, prosperity, and enhanced qualities of life;
- **Continue rebuilding:** "Fix it" and make the system more reliable;
- **Reduce crowding:** Metro needs more capacity on both rail and bus;

- **Provide better customer information:**

Customers want all types of trip information, on-demand, everywhere; and

- **Ensure predictable funding:** Citizens, leaders, and businesspeople alike are unified in calling for sustainable, reliable funding so Metro can continue to produce a return on investment for the region.

## The Strategy

*Momentum* is both responsive to current feedback as well as proactive in anticipating future needs. Built around the four Board-endorsed strategic goals, *Momentum* articulates the following strategies for Metro:

### Goal 1

Build and Maintain a Premier Safety Culture and System



#### Keep safety Metro's first priority

Metro will continue its efforts to return to and keep the system, equipment, and infrastructure in good condition. Metro will use data-driven and science-based methods to allocate resources, use system safety practices and principles and environmental design to enhance safety, and seek to meet or exceed national safety and security standards for transit.

#### Create a shared climate of safety

Metro will work with employees, riders, jurisdictional partners, and the general public to make sure that everyone does their part in creating and sustaining a culture of safety and security in stations, vehicles, support facilities, and access points. Metro will enhance its communications feedback loops to bring critical safety information to empowered agents quickly and prevent accidents before they happen.

#### Expect the unexpected

Metro will continue to support the region's emergency transit management and security readiness protocols, and seek to make transit emergency protocols widely- and easily-understood. Metro will maintain regional evacuation capability and prepare for any event that requires wide-scale response. On a smaller scale, Metro will continue to improve incident response timing, planning, preparation and investigation.

#### Prepare for extreme weather

Extreme weather is becoming more commonplace. Metro will continue to design and build the system, as well as implement operational protocols which assume extreme weather may become the "new normal". Facility enhancements, new equipment, and strategic partnerships will also improve Metro's ability to adapt to changing weather patterns.

### Goal 2

Meet or Exceed Expectations by Consistently Delivering Quality Service

#### Focus on the customer

Metro will focus on the needs of Metro's customers at all stages of a trip and optimize its customer-facing employee approach.



### **Make it easy and intuitive to plan, pay, and ride**

Metro will provide customers with accurate and timely information to navigate the region and plan their trips, including real-time information on arrivals and departures, or delays and incidents. Adopting new technologies and policies will help our customers experience an easy, intuitive and seamless trip.

### **Fix it first and fast**

Metro's results focused maintenance approach is critical to keeping assets in a state of good repair and services running reliably. Metro will collect and utilize data on the performance of the system in order to deploy resources.

### **Be on-time**

Metro is dedicated to delivering service on time. Metro will continue to adjust service delivery to improve reliability, reduce crowding, and better serve travel markets.

## **Goal 3**

**Improve Regional Mobility and Connect Communities**



### **Be the region's transit leader**

Metro is not only the region's largest transit provider, but is chartered as the region's transit planner.

Through leadership and partnerships, Metro will cultivate a culture of regional collaboration and push the boundaries of joint problem-solving, ensuring that tomorrow's regional transit services move people where they want to go, seamlessly.

### **Maximize what we have**

Metro will meet growing demand and address overcrowding by optimizing the capacity of the existing infrastructure. In addition, Metro will work with local jurisdictions to implement transit priority improvements on the street to move buses faster.

### **Enhance access**

Access to and linkages between stations/stops and services is the basis for a successful transit network. Metro and its partners have added sidewalks and bike

lanes and connected local bus services to stations, but there is still much work to be done. Metro will continue to improve the usability of multiple modes of transit and the overall accessibility of the entire system to all riders.

#### **Expand for the future**

Metro will work with local partners to enlarge the rail and bus network to provide high quality transit to communities across the region.

#### **Support the region's economic competitiveness**

Transit is the backbone of the region and a key to its vitality. Metro will continue to support the development of places where people want to invest, live and work.

## **Goal 4**

**Ensure Financial Stability and Invest in our People and Assets**



#### **Secure funds for strategic investments**

Metro will work with regional and federal partners to secure predictable funding sources to enable strategic investments for transit. Metro is already working with regional partners to develop multi-year budgets to form the basis of stable funding agreements.

#### **Invest for the long-term**

Vehicles, tunnels, bridges, stations and systems are all valuable physical assets for the region that will require replacement. Metro will prioritize and replace assets with a view to providing long-term safety, reliability and cost savings.

#### **Increase efficiency and lower costs**

Metro will operate efficiently by focusing on key cost drivers, improving business processes, and using technology more effectively.

#### **Be Green**

Metro will employ technologies and practices to reduce consumption of natural resources and pollution. Lower energy usage, alternative fuels, and sustainable development criteria will be considered for new facilities and vehicles.

#### **Recruit and keep the best**

Continued growth and development throughout the region requires an organization that is capable of recruiting, developing, and motivating and retaining a diverse, high-performing workforce necessary to achieve Metro's goals and to foster the next generation of Metro employees and leaders. Metro's human capital strategies will leverage the priority actions identified in *Momentum* to address future workforce demands and challenges.

## Metro 2025

Momentum includes a set of seven pivotal investments, called Metro 2025, that are essential to implement immediately so that the system can keep up with today's demands and continue to support the region's economic competitiveness and quality of life.

**Table 1: Summary of Metro 2025 Capital Initiatives**

Summary of Metro 2025 Initiatives	Description	Regional Benefits
Eight-Car Trains During Peak Periods p. 55-56	Operate all eight-car trains (longest possible) during rush hour by acquiring additional railcars, power capacity, and railcar storage	Trains will carry 35,000 more passengers per hour during rush hour – the equivalent of building 18 new lanes of highways into Washington, D.C.
Core Station Improvements p. 57-58	Expand or enhance high-volume rail transfer stations in the Metro system core to ease congestion for existing customers and to accommodate more riders in the future. Build new underground pedestrian connections between select stations such as the Farragut Stations or Metro Center/Gallery Place	Brighter, safer, and easier to navigate stations that will serve more people than today. Customers will be able to walk between stations rather than transfer on trains, which will be more convenient, save time and relieve crowding at the major transfer stations
Metrobus Priority Corridor Network (PCN) p. 59-60	Enhance and make bus service faster by completing the PCN, which outlines a variety of improvements that allow buses to bypass traffic congestion	Buses will move 50 percent faster, save each passenger on these routes an average of 3-4 minutes per trip, and remove an additional 100,000 trips from roadways each day
New Blue Line Connections p. 61-62	Seek to restore peak period Blue Line service between Pentagon and Rosslyn stations	Five more trains per hour during the peak period between Pentagon and Rosslyn stations, which would provide capacity for at least 4,000 more passengers per direction per hour. This would reduce crowding and wait times by an average of three minutes per trip for around 16,000 trips.
Next Generation Communications p. 63-64	Become a one-stop shop for all regional transit trip planning, and payment for the region's 15 transit systems. Upgrade communications systems for better, more accurate, and audible information for riders	Regardless of the regional provider, customers will be able to plan, pay for, and take a transit trip seamlessly and effortlessly all across the region. Information, everywhere, all the time, will allow travelers to know where buses and trains are and how to time their trips, as well as receive real-time travel and consumer information while in stations
Bus Fleet Expansion p. 65-66	Expand bus fleet and storage/maintenance facilities along growing corridors	Enables Metro to serve 40,000 additional bus trips per day. Allows Metrobus to maintain existing levels of service. Places Metrobus on a course to help relieve Metrorail congestion on some of its busiest segments.
Pocket Tracks p. 67-68	Build new rail infrastructure, such as pocket tracks and crossovers, to improve service for customers and provide more flexibility in the system	Customers will benefit from a rail system that is more flexible and better able to respond to service disruptions. The infrastructure has the potential to reduce operating costs to local jurisdictions.

Order of Magnitude Cost Estimate (\$2012)	FY2014-2019 Investments	Timeline for Implementation																										
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**Orlin, Glenn**

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**From:** Roshdieh, Al  
**Sent:** Thursday, July 18, 2013 2:56 PM  
**To:** Orlin, Glenn  
**Cc:** Holmes, Arthur; Gonzalez, Edgar; Erenrich, Gary  
**Subject:** Momentum Plan

The Montgomery County Department of Transportation supports the Washington Metropolitan Area Transit Authority's strategic planning process and its vision and goals included in *Momentum*. Building to a state of good repair and maintaining the infrastructure is vital to Montgomery County and region. Metrorail, Metrobus, and Metroaccess are the backbone of our public transportation system and they must be safe, reliable, and support the County's transportation system.

Metro 2025 is the first component of the *Momentum Plan* and includes seven Metro initiatives that Metro claims are essential to implement immediately so the system can keep up with today's demands and continue to support the region's economic competitiveness and quality of life. The Department supports the need for Metro 2025, but we may not agree that all of seven Metro initiatives are of the same high priority when we consider that there is only a limited financial resources available at the federal and Maryland level. As with any program, funding priorities have to be established and Montgomery County has an established set of priorities for Maryland Department of Transportation funding. Metro 2025 must be considered within the context of availability and priority of state and federal funding.

Among the seven initiatives, the Department strongly supports the initiatives to operate eight-car trains during the peak periods and to eliminate the peak period turnbacks on the Red Line at both Grosvenor and at Silver Spring; and to implement the Metrobus Priority Corridor Network. The other Metro 2025 initiatives are also important to the overall strategic goals in *Momentum*, but it is not clear that there is sufficient financial resources available at the state and federal level to advance these initiatives without detriment to our other high priority projects, as presented in the Joint Priority letter to the State. We recommend that our emphasis to the Maryland Department of Transportation should continue to be the funding for the continued operation of Metro and for both the Corridor Cities Transitway and the Purple Line prior to providing substantial additional funding for these other Metro 2025 initiative.

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